United Nations A/C.5/55/46

General Assembly

Distr.: General
9 August 2001

Original: English

Fifty-fifth session
Agenda items 86, 117 and 153

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget for the biennium 2000-2001

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget implications of draft resolution A/C.4/55/L.23

Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly

Summary

The Special Committee on Peacekeeping Operations, having considered the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), has made a number of proposals, recommendations and conclusions in its report (A/55/1024). The Fourth Committee in its draft resolution A/C.4/55/L.23, has endorsed the proposals, recommendations and conclusions of the Special Committee on Peacekeeping Operations. Prior to the adoption of resolution A/C.4/55/L.23, the Fourth Committee was informed that additional resources arising from the proposals, recommendations and conclusions of the Special Committee would not exceed $30.0 million (see A/C.4/55/L.24 of 3 August 2001).

The present report presents the consequential changes in resources for the proposed programme budget for the biennium 2002-2003 and the support account for peacekeeping operations for the period 1 July 2001 to 30 June 2002 (approved by

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the General Assembly in its resolution 55/271 of 14 June 2001), arising from the proposals, recommendations and conclusions of the Special Committee.

The change in the regular budget for the biennium 2002-2003 would amount to $2,696,200 gross, inclusive of an increase of nine posts, which represents an increase of 0.1 per cent of the proposed programme budget for the biennium 2002-2003. The change in the peacekeeping support account for peacekeeping operations for the period from 1 July 2001 to 30 June 2002 would amount to $25,825,800, inclusive of an increase of 207 posts, of which 129 posts are requested for Department of Peacekeeping Operations. The increase represents 0.9 per cent of the level of peacekeeping costs for the current financial period, which are projected at slightly in excess of $3.0 billion.

Contents

		Paragraphs	*Page*
I.	Introduction	1–11	3
II.	Organizational issues	12–43	4
III.	Related matters	44–62	9
IV.	Changes in the level of resources and staffing	63–64	13
V.	Presentation and methodology	65	15
VI.	Estimated requirements for the biennium 2002-2003	66	15

I. Introduction

1. On 7 March 2000, the Secretary-General convened a high-level Panel to undertake a thorough review of United Nations peace and security activities and to present a clear set of specific, concrete and practical recommendations to assist the United Nations in conducting such activities in the future. On 21 August 2000, the Secretary-General transmitted the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809) to the Presidents of the General Assembly and the Security Council, respectively, requesting support in converting into reality the far-reaching agenda laid out in the report.

2. The Secretary-General, in his report on the implementation of the report of the Panel (A/55/502), noted that some of the recommendations related to the overall conduct and management of peace operations, including those related to strategic analysis, coordination, effective mission guidance and streamlined policies and procedures, could and should be implemented immediately, and indicated that he would submit a separate and detailed report on the related immediate resource requirements.

3. In his subsequent reports (A/55/507 and Add.1), the Secretary-General, inter alia, submitted revised resource requirements amounting to $11,365,400 gross for the support account for peacekeeping operations for the period from 1 July 2000 to 30 June 2001, which included the establishment of 189 posts and related non-post requirements. The Secretary-General also requested $7,527,300 gross under the regular budget for the biennium 2000-2001, including 35 posts. In the same reports, the Secretary-General indicated that implementing some of the Panel's recommendations and their related financial implications would require further study, and would be dealt with in a second implementation report to be submitted to the General Assembly during the course of 2001.

4. The Special Committee on Peacekeeping Operations convened in an extraordinary session and decided to create an open-ended working group to examine the recommendations of the Panel on United Nations Peace Operations (A/55/305-S/2000/809), and the implementation report of the Secretary-General (A/55/502). In its report (A/C.4/55/6), the Special Committee requested that a comprehensive review be undertaken of the management, structure, recruitment, processes and interrelationships of all relevant elements within the Secretariat that play a role in peacekeeping operations.

5. The Advisory Committee on Administrative and Budgetary Questions in its report dated 8 December 2000) (A/55/676), recommended approval of only those resource requests, the postponement of which could adversely impact the backstopping of current peacekeeping operations. The Committee further recommended that consideration of the other post and non-post requirements requested by the Secretary-General in document A/55/507/Add.1 be deferred until the comprehensive review and capacity study requested by the Special Committee on Peacekeeping Operations was completed and the related resource requirements to be financed from both the support account for peacekeeping operations and the regular budget to implement the recommendations of the Panel are clarified.

6. On the basis of the recommendations of the Advisory Committee in its report (A/55/676), the General Assembly, in its resolution 55/238 of 23 December 2000, authorized additional resources under the support account amounting to $9,190,200 gross, including the establishment of 93 additional posts for the Department of Peacekeeping Operations and the related non-post requirements for the period from 1 July 2000 to 30 June 2001. By the same resolution, the Assembly approved a total of $419,400 gross under the programme budget for the biennium 2000-2001, inclusive of the cost of two posts in the Electoral Assistance Division in Department of Political Affairs and related non-posts costs. The Assembly also took note of the intention of the

Secretary-General to submit future reports to the Assembly at its fifty-fifth and fifty-sixth sessions on the implementation of the recommendations in the report of the Panel on United Nations Peace Operations.

7. In view of the timing of the peacekeeping financial year and budget cycle, pending the conduct and outcome of the capacity study and comprehensive review, the Secretary-General submitted a maintenance level budget for the support account of $73,645,500 gross for the period from 1 July 2001 to 30 June 2002 in his report dated 27 March 2001 (A/55/862). Based on the Advisory Committee's recommendations, the General Assembly approved the Secretary-General's initial support account budget for the period without change in its resolution 55/271 of 14 June 2001.

8. On 28 May 2001, the Secretary-General submitted to the General Assembly a report containing the findings of the first in-depth and comprehensive managerial review of the way in which the Organization plans, deploys, conducts and supports peacekeeping operations (A/55/977). The report, which benefited from the input of external management consultants and former senior officials of the United Nations and of Member States with extensive exposure to United Nations peacekeeping operations, states that the following core capabilities need considerable strengthening: the management practices and culture of the Department of Peacekeeping Operations; its ability to translate legislative guidance into strategic plans for future peacekeeping operations, bearing in mind lessons learned and best practices from previous operations; the priority and effort it dedicates to developing the requisite policies and capacities required to enable peacekeeping operations to function efficiently and effectively; and internal coordination for the planning, conduct and support of specific peacekeeping operations.

9. The report contains an assessment of the implications for the Organization of developing the ability to fully and effectively deploy peacekeeping operations within 30 to 90 days of a Security Council resolution and outlines three options to achieve this objective. It also draws attention to the progress achieved in the articulation of proposals for enhancing the standby arrangements system for military and civilian police personnel as well as presents an outline of a global strategy for civilian staffing of peacekeeping operations to address critical shortcomings in the current system.

10. The report states that, in order to strengthen the core capacities of the Department of Peacekeeping Operations and to meet the challenges of rapid and effective deployment, adjustments would be required to the organizational structure of the Department and to its staffing levels. These adjustments are described further below.

11. Furthermore, the report also underlines the need to strengthen the capacities of the Department of Management, the Office of Internal Oversight Services, the Office of the United Nations High Commissioner for Human Rights and the Office of Legal Affairs. The report stresses the importance of increased collaboration between the Department of Peacekeeping Operations, the Department of Public Information and the Office of the Special Adviser on Gender Issues. Finally, the report proposes strengthening the Executive Committee on Peace and Security through the creation of a small secretariat to facilitate its work.

II. Organizational issues

12. The needs identified during the comprehensive review and the proposals and recommendations approved by the Fourth Committee in respect of the areas to be strengthened within the Secretariat as a whole will require the reorganization of current structures, the creation of new entities and the strengthening of existing structures. These changes require additional resources under the support account for peacekeeping operations for the six-month period from 1 January to 30 June 2002 and

under the proposed programme budget for the biennium 2002-2003. The changes are detailed below:

(a) Restructuring and strengthening the Department of Peacekeeping Operations;

(b) Creating a small secretariat to service the Executive Committee on Peace and Security;

(c) Strengthening the Department of Management, the Office of the High Commissioner for Human Rights, the Office of Internal Oversight Services and the Office of the United Nations Security Coordinator.

Department of Peacekeeping Operations

13. As indicated in the report of the Secretary-General on implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), adjustments to the organizational structure of the Department and to its staffing level are required in order to strengthen its core capabilities.

14. The structure of the Office of the Under-Secretary-General will be adjusted to reflect the addition of the position of Director of Management, who will be responsible for overseeing the overhaul and strengthening of the Department's management system and procedures, including those relating to information management, as well as directing the work of the Peacekeeping Best Practices Unit.

15. The Peacekeeping Best Practices Unit will be considerably strengthened and is intended to be at the heart of a new system by which the Organization learns from its peacekeeping experience, developing policies, procedures and related operational tools that are incorporated into the planning and conduct of both ongoing and future missions. In order to meet these varied objectives, the Peacekeeping Best Practices Unit will contain the following distinct functional elements: Peacekeeping Best Practices and Policy; Public Information; Gender and Peacekeeping; and the Resource Centre.

16. The Mine Action Service will be upgraded to Division status and will directly report to the Under-Secretary-General for Peacekeeping Operations. It is proposed to upgrade to the Director level the post of the Chief of Service, which is funded by extrabudgetary resources. The concurrence of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) with this proposal is being sought in accordance with General Assembly resolution 35/217 of 17 December 1980.

17. The Office of Logistics, Management and Mine Action will be renamed the Office of Mission Support and the current Field Administration and Logistics Division will be divided into two separate Divisions; the Administrative Support Division (Personnel and Finance) and the Logistics Support Division.

18. The Administrative Support Division will comprise the Personnel Management and Support Service and the Finance Management and Support Service. Accordingly, a new Office of the Director, Administrative Support Division, is to be established to direct and coordinate the activities of these Services.

19. In this connection, the Personnel Management and Support Service is to be significantly restructured. Two new Sections will be created within the Service: the Civilian Training Section, and the Human Resources Management and Development Section. The Staffing Support Section will be renamed the Recruitment and Placement Section, and the Administration and Information Management Section the Administration Section. The details are as follows:

(a) The Civilian Training Section will identify training needs and coordinate training requirements in consultation with the other services and offices involved, and will organize

and implement training programmes and activities; develop training policies, and evaluate the effectiveness of training activities;

(b) The Human Resources Management and Development Section will develop medium- and long-term staffing plans, anticipate future skill needs, and monitor the global market. The Section will also develop and manage the rapid civilian personnel deployment capacity, including start-up and standby teams, expand non-traditional sources of recruitment and develop more progressive advertising campaigns, develop and maintain the content of the Intra/Internet-based roster of pre-vetted, qualified candidates to be made available to all field missions, and manage the careers of mission staff. It will also ensure that a gender perspective is integrated into overall human resource strategies. The Human Resources Management and Development Section will comprise three components: human resource planning, career management, and roster management and maintenance;

(c) Information management and technology are becoming increasingly important as human resource systems become more automated. The development of an Intra/Internet-based roster, the need to monitor human resource trends and skill capacities/deficiencies, the expansion of shared information systems that are visible between Headquarters and the field, and the enhancement of integrated information systems require that information technology be better integrated into human resource strategies;

(d) The Information Management Unit is currently part of the Administration Section. However, the role of the Unit goes beyond providing information technology support for personnel administration and the Unit now acts as a focal point for coordinating information management requirements for the Service as a whole. Consequently, the Unit will be transferred to the Office of the Chief, Personnel Management and Support Service, where it will be responsible for overseeing the management of information for all Sections and for coordinating the Service's specific needs with the Communications and Information Technology Service.

20. No structural changes will be made to the Finance Management and Support Service. The additional resources requested for this Service are designed to strengthen support to field missions and in claims management.

21. With the strengthening and upgrading of the former Logistics Communications Service to the Logistics Support Division, due attention is given to the magnitude and level of responsibilities in terms of providing all United Nations peacekeeping operations and field political offices with the technical and domestic accommodation, communications, transportation, information technology engineering, utilities, material supply, contracting services, medical support, detailed logistics planning and supporting coordination which they need for cost-effective and efficient performance of their mandates.

22. Similarly, the current five sections within the former Logistics Communications Service will be upgraded to the status of a Service in the new Logistics Support Division. The new Services will appropriately reflect the level of responsibilities of each of the Service chiefs, who act as the principal advisers to senior management within the Department and also support field operations on all technical and logistics support issues within their respective areas of responsibility for some 30 peacekeeping missions and independent political offices appointed by the Secretary-General. An overview of the various areas of responsibilities for each of the proposed Services is indicated below:

(a) Office of the Deputy Director, Logistics Support Division: the Office that was formerly the Logistics Operation Section coordinates all peacekeeping logistics support issues within the Logistics Support Division and with all other elements of the Department of Peacekeeping

Operations, other United Nations departments and agencies, field missions, and Member States, prepares and executes logistics plans for new missions, and develops peacekeeping support concepts and policies;

(b) Communications and Information Technology Service: the Communications and Information Technology Service is responsible for the development, management and direction of communications and information technology policies, strategies and initiatives for the Department of Peacekeeping Operations and all its field missions, including the deployment and management of major information and knowledge management structures for the Department of and field missions, and the development of substantive information systems in the field for more effective information technology infrastructures to support internal departmental decision-making;

(c) Material and Contract Management Service: the Material and Contract Management Service is responsible for coordinating and monitoring all Division- and mission-level procurement and contracting activities with a value in the order of over $1.0 billion per annum. Consequently, the Service is engaged in complex business planning and legal and financial contractual issues that carry a potentially high risk of liability for the organization;

(d) Transportation Service: the Transportation Service is responsible for managing the Organization's aviation and motor transport functional areas and its strategic movement activities. These responsibilities encompass the identification of requirements, the establishment of aircraft technical specifications, the evaluation of contractors' technical compliance, the administration of air charters, the management of expenditures, the development and promulgation of institutional standards and operating guidelines for all types of aeronautical activities, and the integrated use of civil and military aircraft from diverse regulatory regimes;

(e) Engineering Service: the Engineering Service is responsible for the planning, coordination and execution of strategic and mission-level engineering activities that directly affect the personal well-being, health and safety of all staff in peacekeeping missions. Decisions made by the Service encompass complex, multi-organizational engineering tasks from the provision of accommodation to the establishment of water purification facilities. The Service is responsible for the development and provision of the geographical information services to the Department of Peacekeeping Operations and other United Nations agencies that involve the sophisticated conversion of digital information from a wide variety of sources to produce essential geographic, resource-based and transportation system maps.

23. The Civilian Police Division will include a new Unit to provide advice on criminal law and judicial issues, which is critical to the effective use of civilian police in peacekeeping operations.

24. Additional resources for the Department of Peacekeeping Operations financed by the support account for the financial period 1 July 2001 to 30 June 2002 are estimated at $15,034,700 gross ($13,575,100 net), comprising $8,693,000 gross ($7,233,400 net) for 129 posts (3 D-2, 1 D-1, 9 P-5, 68 P-4/3, 3 GS (PL), 45 GS (OL), including reclassification of 4 posts: 1 D-2, 1 D-1, 1 P-5, 1 P-3) and $6,341,700 for non-post requirements.

25. Details are included in document A/C.5/55/46/Add.1, section 5, Department of Peacekeeping Operations.

Department of Political Affairs

26. The main findings of the comprehensive review confirmed that the Executive Committee on Peace and Security (ECPS) could not function as an instrument of policy development, decision-making

and management in the absence of an effective secretariat (see A/55/977 paras. 298 to 300). In its consideration of that report, the Special Committee acknowledged that need and recommended that the Secretary-General consider the establishment of a small support secretariat to service ECPS. The ECPS secretariat will service and support the work of ECPS as an effective, action-oriented and well-coordinated decision-making body.

27. In order for the secretariat of ECPS to represent the interests of all its members and since it can be tasked by any member, by an integrated mission task force, or by an interdepartmental/agency working group, it will be established as an autonomous entity receiving direct guidance only from ECPS. It should clearly be seen as a common service for all substantive ECPS members. It will report to the Under-Secretary-General for Political Affairs in his capacity as convenor of ECPS and to the Under-Secretary-General for Peacekeeping in his capacity as alternate convenor.

28. The additional resources for the proposed programme budget for the biennium 2002-2003 in respect of the secretariat to the Executive Committee on Peace and Security are estimated at $428,800 net, for three new posts (1 D-1, 1 P-4, 1 GS (OL)) and the related common service costs.

29. Details are included in document A/C.5/55/46/Add.1, section 3, Department of Political Affairs.

Department of Management

30. The Department of Management will need strengthening to provide effective Headquarters backstopping support to the current level of peacekeeping operations in the areas of procurement, peacekeeping budgeting, peacekeeping accounts, cash management and treasury services, contributions services, human resource management, medical services, communications networks, security services and property disposal. The Department, until now, was not provided with additional resources to absorb the additional workload created by the surge in peacekeeping operations from mid-1999 onwards, with the establishment of the large multi-disciplinary missions, i.e., UNMIK, UNTAET and later UNOMSIL/UNAMSIL, UNMEE and MONUC.

31. Additional resources for the support account for the financial period 1 July 2001 to 30 June 2002 are estimated at $6,674,900 gross ($6,353,300 net), comprising $1,888,000 gross ($1,566,400 net) for 61 new posts (1 D-1, 2 P-5, 20 P-4/3, 2 P-2, 10 GS (PL), 23 GS (OL) and 3 (SS)) and $4,786,900 for non-post requirements, including common service costs for 207 posts.

32. Additional resources for the proposed programme budget for the biennium 2002-2003 are $127,900 for non-post requirements in respect of accommodation costs for three posts funded under the regular budget in New York.

33. Details are included in document A/C.5/55/46/Add.1, section 5, Management and central support services.

Office of the High Commissioner for Human Rights

34. The current review has indicated that the quantity of work that needs to be done by the Office of the High Commissioner for Human Rights (OHCHR) is even greater than previously estimated. OHCHR needs to be more closely involved in planning peacekeeping operations that address human rights and currently has inadequate resources to carry out these responsibilities. In order to enable OHCHR to provide adequate, systematic and prompt substantive support and to facilitate links with the broader United Nations human rights programme, there is a need to strengthen its capacity for daily advice and substantive backstopping to the increasing number of peacekeeping operations with human rights components. Such enhanced capacity will result in a less ad hoc and more institutionalized approach to United Nations human rights field work in the context of peacekeeping operations.

35. Additional resources proposed for the programme budget for the biennium 2002-2003 for the Office are estimated at $1,890,300 net, comprising $630,400 (net) for the establishment of six new posts (5 P-4/3 and 1 GS (OL)) and $1,259,900 for non-post requirements.

36. Resources proposed for the support account for the financial period 1 July 2001 to 30 June 2002 are estimated at $949,000 gross and ($848,300 net), comprising $523,600 gross ($422,900 net) for the establishment of nine new posts (6 P-4/3, and 3 GS (OL)) and $425,400 for non-post requirements.

37. Details are included in document A/C.5/55/46/Add.1, section 22, Human rights.

Office of Internal Oversight Services

38. The task of providing effective supervision and guidance to resident auditors in the field has become much more intricate and overwhelming. The Office of Internal Oversight Services will require strengthening at Headquarters in order to more comprehensively analyse management control systems and administrative procedures, respond to internal management consultancy requests from the Department of Peacekeeping Operations and to improve the quality and coverage of internal oversight services for peacekeeping operations.

39. Additional resources proposed for the support account for the financial period 1 July 2001 to 30 June 2002 are estimated at $279,500 gross ($253,200 net), comprising $147,200 gross ($120,900 net) for the establishment of four new posts (1 D-1, 1 P-5, 2 GS (OL)) and $132,300 for non-post requirements.

40. Details are included in document A/C.5/55/46/Add.1, section 28, Internal oversight.

Office of the United Nations Security Coordinator

41. Following a comprehensive review in mid-2000 regarding the security management system of the United Nations Secretariat, agencies, programmes and funds, the Department of Peacekeeping Operations conducted a similar exercise in early 2001 on the security management system in peacekeeping missions. The findings of both reviews raised concern about the need to strengthen the existing arrangements for security management, both in the Office of the Security Coordinator and in the Department of Peacekeeping Operations. It was pointed out that the Office of the Security Coordinator lacks the staff to fully participate in the mission planning process or to address the entire spectrum of security implications and requirements in peacekeeping. Consequently, insufficient attention is focused on security management issues in peacekeeping. Increased staffing at Headquarters will be necessary for the Office of the Security Coordinator to assist the Department of Peacekeeping Operations in adequately addressing these urgent needs.

42. Additional resources proposed for the support account for the financial period 1 July 2001 to 30 June 2002 are estimated at $191,500 gross ($169,700 net), comprising $129,100 gross ($107,300 net) for the establishment of four new posts (2 P-4/3 and 2 GS (OL)) and $61,600 for non-post requirements.

43. Details are included in document A/C.5/55/46/Add.1, section 30, Special expenses: jointly financed administrative activities.

III. Related matters

Integrated mission task forces

44. Planning for specific peacekeeping operations has been identified as another area requiring significant improvements. Internal coordination within the Department of Peacekeeping Operations

needs to be improved, because the current planning process is fragmented between the Office of Operations, the Military and Civilian Police Divisions, and the Office of Mission Support. Planning counterparts in other parts of the Secretariat and the United Nations system have previously expressed concern that they are not sufficiently engaged in the Department's planning process, nor are they always given sufficient time to properly review draft plans and provide meaningful input. Pre-deployment technical surveys to the host countries are critical in identifying mission resource requirements. However, the external consultants have indicated that they may be too limited in terms of team size and duration and that surveys are not adequately supported by readily available geographic and infrastructure information assets, as would be provided by a geographic information system (GIS).

45. The generic terms of reference and composition envisaged for future integrated mission task forces were outlined in an earlier report (see A/55/502, paras. 49-63) and these remain valid.

46. The proposed increase in resources for the Department of Peacekeeping Operations, and in particular the Office of Operations, will provide it with sufficient capacity to devote more attention to mission planning and support, particularly consultations with potential troop contributors.

Mission leadership and in-mission planning

47. As no new peacekeeping operations have been established since December 2000, the concepts outlined in previous reports (A/C.4/55/6, paras. 17 and 18; A/55/502, paras. 69-76) have not yet been fully tested. The Secretariat has determined that it would be best, wherever feasible, to appoint the potential leaders of missions (or the designated heads of key components) as the heads of future integrated mission task forces established to plan a new operation. The mission leadership would serve in that capacity until such time as they deployed to the field, at which point mission planning would continue in-theatre, with the remaining members of the task forces providing the necessary support and guidance at the Headquarters level.

48. Some progress has also been achieved in improving the selection process of future mission leadership for peacekeeping operations and also related peace operations and peace-making activities. The Deputy Secretary-General has written to the permanent representatives of the Member States, inviting them to submit the names of persons interested in being considered for appointment to the posts of special representative, special envoy and other senior leadership positions within the coming year. The letter included a description of the types of profiles and qualities being sought, and also encouraged Member States to submit the names of as many qualified female candidates as possible. The Personnel Management and Support Service will receive nominations from Member States.

49. United Nations Institute for Training and Research, in close cooperation with relevant United Nations departments, will be responsible for developing a more systematic programme for briefing and debriefing special representatives. The Peacekeeping Best Practices Unit, working in close consultation with other parts of the Secretariat, will support this effort and the related exercises for the briefing and debriefing of future heads of peacekeeping operations and their key components.

Rapid and effective deployment capacities

50. The Special Committee has urged the Secretariat to work towards the goal of being able to deploy peacekeeping operations within 30 days and to deploy complex peacekeeping operations within 90 days after the adoption of a mandate. In order to deploy a peacekeeping operation in 30 to 90 days, the United Nations can choose from a number of options to deliver the key materials and support services that establish a new mission.

51. Authorization of commitment authority, prior to a mission's full authorization by the Security Council can also contribute to the organization meeting its 30-90-day deployment objectives. Such authorization will be limited to those cases in which a new mission appears to be imminent and will require rapid deployment to maximize its chances of success. The process will entail close consultation with both the Security Council and ACABQ. After consultations with the Security Council on the imminent need for a rapid deployment, the Secretary-General will inform the Council of his intentions in this regard. Upon receiving an affirmative response from the Council, he will then request ACABQ for authorization of commitment authority of an amount up to $50 million, in accordance with procedures established by the General Assembly in its resolution 49/233 A of 23 December 1994.

52. Three options have been proposed for obtaining equipment and support services required to establish a new mission. These are: (a) option 1, a heavy strategic reserve, all material necessities for a complex mission will be acquired and stored at the United Nations Logistics Base (UNLB), in anticipation of future operations; (b) option 2, a light strategic reserve, maintained at UNLB and supported by sustained annual funding of extensive retainer servicing agreements and letters of assist; and (c) option 3, a medium strategic reserve, which will be a combination of the first two options. Under the third option, only critical items requiring a long procurement lead time would be pre-purchased and maintained in Brindisi. The remainder would be procured only when required, through pre-arranged services (no fee). The Secretary-General considers option 3 to be the most practical approach for the United Nations to adopt.

53. Each of the options outlined above requires the one-time acquisition of a baseline of strategic reserve and more robust service contracts with a range of providers. All three options entail the following baseline requirements:

(a) Enhancement of the strategic deployment stocks at UNLB, Brindisi, and increased capability of UNLB;

(b) Entry into prearranged contracts and letters of assist for key services;

(c) Increased reliability of standby arrangements, especially for support units;

(d) Improved personnel surge capacity, particularly for staff in areas of administrative support.

54. In its report, the Special Committee endorsed the concept of a strategic reserve at UNLB. It further took note of the Secretary-General's assessment that, of the three options proposed, the medium strategic reserve is the most appropriate and practical one. The Secretary-General will later revert to the General Assembly on the issue of pre-mandate commitment authority. The Secretary-General will later submit separately a detailed budget proposal for the resource requirements to meet 30-to-90-day deployment timelines, which will include financial implications of the resulting impact on operations of UNLB.

Recruitment of civilian staff in peacekeeping operations

55. A number of weaknesses and the resulting problems have been identified with regard to the recruitment of civilian staff in peacekeeping operations. In the implementation report (A/55/502, paras. 103-107), the Secretariat undertook to prepare a global strategy for civilian staffing, to identify ways of correcting the current weaknesses and to prepare for the future. Meaningful progress achieved on this front, builds on the recommendations of the Panel on United Nations Peace Operations and the consultants' critical analysis of the existing problems. The staffing strategy comprises five key elements: advance planning; streamlining of the recruitment process; expanding sources of recruitment; rapid deployment and retention of staff and managing careers.

56. Progress has already been achieved on the design of this new roster system that was recommended by the Panel. The Department of Peacekeeping Operations and the Office of Human Resource Management have collaborated on the establishment of this new system, called the "Galaxy Project". The Project envisages re-engineering and automating the full range of United Nations staff recruitment and selection procedures applicable to job profiles, vacancy announcements, applications, selection processes, recruitment, placement, promotion and mobility of staff within the United Nations Secretariat. The entire system will be managed and maintained through a web-enabled application software system. The Department of Peacekeeping Operations and the Office of Human Resources Management are working together to adapt the system to meet the needs of peacekeeping operations. The completion of data preparation, development and testing is planned for November 2001 and the system is expected to be operational by January 2002.

57. The Secretariat will be strengthening links with United Nations information centres, the regional commissions and other United Nations offices around the world to ensure that non-Internet-based channels of communication continue to afford universal access to peacekeeping vacancies.

58. A key facet of the staffing strategy would be to delegate additional recruitment authority to the field missions, taking into consideration lessons learned from the authority delegated to the United Nations Interim Administration Mission in Kosovo and to the United Nations Transitional Administration in East Timor.

59. Initial assessment of the results concludes that written procedures, policy guidelines and monitoring mechanisms need to be developed to ensure consistency of approach as well as geographic and gender distribution. Further delegation of recruitment authority to field missions also necessitates that recruitment standards be established, qualified recruitment specialists deployed to the missions and appropriate administrative oversight mechanisms instituted at Headquarters. The Department of Peacekeeping Operations will also establish a monitoring function with the Office of Human Resources Management, based upon agreed parameters.

Information technology

60. As an organizational unit that is essentially field-based in its focus, the Department of Peacekeeping Operations requires information technology solutions and systems that facilitate communication and the sharing of information between headquarters and the field and among field missions. Technological developments have made it possible to achieve significant improvements in these areas. In order to maximize the benefits to be gained, the Department needs a strengthened capacity to manage the flow of information, to identify its information technology needs, and to operate and maintain the information management technology tools placed at its disposal, (see A/55/977 paras. 40-43). As the Department's designated information manager, the Director of Management will coordinate all information management functions, including identifying technological solutions to specific requirements.

61. The responsibility for determining, implementing and supporting the technological solutions to the identified information management needs of Headquarters will be added to the tasks of the Communications and Information Technology Service, to build on existing capacity and expertise. The Communications and Information Technology Service currently fulfils the same responsibilities with respect to field missions. The existing information technology plan for communication and information management between the Department of Peace-Keeping Operations and field missions will therefore serve as a vehicle for integrating and synchronizing information technology efforts throughout the Department and the field missions.

62. In fulfilling this role, the Communications and Information Technology Service will have to continue to rely on personnel in user units who possess the level of expertise required both to

ensure optimum utilization of the technology and to provide troubleshooting and proper user support within an overall strategic framework. These dedicated information technology resources will identify information management needs and enable decentralized processing and information flow and storage management. In order to maximize the infrastructure investments made thus far and optimize information management and technology synergy, information management capacities, for example, those in the Financial Management and Support Service and the Personnel Management and Support Service will continue to serve as the user-interface for the Communications and Information Technology Service and support for system users both at Headquarters and in the field. With the benefit of day-to-day involvement in the work of the various offices, each user unit will analyse identified business needs and re-engineer the business processes for the areas concerned in line with technological capabilities and the information technologies strategic framework and structures maintained by the Communications and Information Technology Service.

IV. Changes in the level of resources and staffing

Programme budget for the biennium 2002-2003

63. The additional resource requirements amount to a total of $25,825,800, of which $2,696,200 relates to the regular budget for the biennium 2002-2003 and $23,129,600 gross ($21,199,600 net) relates to the support account for the period 1 January to 30 June 2002. The details are contained in the tables below.

Regular budget (2002-2003)

(Thousands of United States dollars)

Regular budget		*2002-2003 proposed programme budget initial appropriation*	*Resource growth*	*Proposed revised estimates*
Section 3	Political affairs	47 735.6	428.8	48 164.4
Section 5	Peacekeeping operations	14 889.5	-	14 889.5
Section 22	Human rights	42 060.3	1 890.3	43 950.6
Section 27	Management and common support services	331 913.7	127.9	332 041.6
Section 28	Office of Internal Oversight Services	20 738.1	-	20 738.1
Section 30	Special expenses	14 045.5	-	14 045.5
Section 32	Staff assessment	343 594.5	249.2[a]	343 843.7
	Total	**814 977.2**	**2 696.2[a]**	**817 673.4**

[a] Offset by a provision of $249.200 increase under income section 1.

Support account (1 July 2001 to 30 June 2002)

(Thousands of United States dollars)

Support account		*1 Jul 2001 to 30 Jun 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Section 5	Peacekeeping operations	52 924.0	15 034.7	67 958.7
Section 22	Human rights	-	949.0	949.0
Section 27	Management and common support services	17 452.8	6 674.9	24 127.7
Section 28	Office of Internal Oversight Services	1 639.5	279.5	1 919.0
Section 30	Special expenses	474.3	191.5	665.8
	Total	**72 490.6**	**23 129.6**	**95 620.2**

64. The present report includes proposals for an additional 216 posts, of which 9 relate to the regular budget and 207 to the support account. The details by section of the budget are contained in the table below.

Regular budget (2000-2001)

(Thousands of United States dollars)

Regular budget		*2002-2003 proposed staffing*	*Proposed changes*	*Proposed revised staffing*
Section 3	Political affairs	200	3	203
Section 5	Peacekeeping operations	56	-	56
Section 22	Human rights	163	6	169
Section 27	Management and central support services	996	-	996
Section 28	Office of Internal Oversight Services	91	-	91
Section 30	Special expenses	32	-	32
	Total	**1 538**	**9**	**1 547**

Support account (1 July 2001 to 30 June 2002)

(Thousands of United States dollars)

Support account		*1 Jul 2001 to 30 Jun 2002 approved staffing*	*Proposed changes 1 Jan to 30 Jun 2002*	*Proposed revised staffing*
Section 5	Peacekeeping operations	442	129	571
Section 22	Human rights	0	9	9
Section 27	Management and central support services	97	61	158
Section 28	Office of Internal Oversight Services	12	4	16
Section 30	Special expenses	3	4	7
	Total	**554**	**207**	**761**

V. Presentation and methodology

65. The presentation and methodology used in formulation of the estimates for the proposed programme budget and the support account are the following:

(a) Regular budget:

(i) The proposed regular budget for the biennium 2002-2003;

(ii) Resources requested cover the period from 1 January 2002 to 31 December 2003;

(iii) Resources for new posts proposed for the biennium 2002-2003 are based on the standard 50 per cent delayed recruitment factor;

(b) Support account:

(i) The budget for the period 1 July 2001 to 30 June 2002 approved by the General Assembly in its resolution 55/271 of 14 June 2001;

(ii) Resources requested cover the period from 1 January to 30 June 2002, to correspond with the end of the financial period for the support account;

(iii) Resources for new posts proposed for the Department of Peacekeeping Operations and for the Office of the High Commissioner for Human Rights are on a full-cost basis for the six-month period from 1 January to 30 June 2002;

(iv) Resources for new posts proposed for the Department of Management, the Office for Internal Oversight Services and the United Nations Security Coordinator reflect a delayed recruitment of 50 per cent for the six-month period from 1 January to 30 June 2002, that is, 25 per cent of the cost of posts for 2002;

(v) The related accommodation requirements are included in the requirements for the Department of Management.

VI. Estimated requirements for the biennium 2002-2003

66. The implementation of the findings of the in-depth and comprehensive report of the Secretary-General as qualified by the proposals, recommendations and conclusions of the Special Committee on Peacekeeping Operations, and endorsed by the General Assembly, would give rise to additional resources in the amount of $2,696,200 gross for the programme budget for the biennium 2002-2003 and $23,129,600 in respect of the support account for the financial period from 1 January to 30 June 2002. It may be noted that the additional requirements in respect of the regular budget amount to 0.1 per cent of the proposed regular budget for the biennium 2002-2003. The additional resources for the support account amount to 0.9 per cent of the level of peacekeeping costs for the current financial period, which are projected at slightly in excess of $3.0 billion.